

Message Text

UNCLASSIFIED

PAGE 01 PARIS 09992 01 OF 06 181940Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 (ISO) W
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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8668

UNCLAS SECTION 01 OF 06 PARIS 09992

NESCO

E. O. 11652: N/A

TAGS: AORG, OCON, UNESCO

SUBJECT: UNESCO 97TH EXECUTIVE BOARD: ISSUES POSED

BY DG IN DOCUMENT 97 EX/14 RE SIX-YEAR PLAN

FOR 1977-82 AND PREPARATION OF 19 C/5: US

PERMDEL'S RECOMMENDATIONS

1. DOCUMENT 97 EX/14, REGARDING PREPARATION OF SIX-YEAR MEDIUM TERM PLAN AND BIENNIAL PROGRAM AND BUDGET IS AMONG MORE IMPORTANT SUBJECTS BEFORE SPECIAL COMMITTEE AND EXECUTIVE BOARD. NINETEEN SPECIFIC QUESTIONS ARE POSED BY DG, SUMMARIZED IN ANNEX 1 TO 97 EX/14. US RESPONSES TO EACH ARE SUGGESTED BY US PERMDEL, BELOW. IF DIFFERENT RESPONSES ARE TO BE MADE THEY NEED TO BE RECEIVED BY COB APRIL 21.

2. QUESTIONS POSED IN ANNEX 1 TO DOCUMENT 97/EX/14, AND SUGGESTED REPLIES.

A. WHAT PROBLEMS AND OBJECTIVES SHOULD BE TAKEN INTO CONSIDERATION IN PREPARING 19 C/4 (PARA 7, 97 EX/14).

USPERMDEL COMMENT:

THIS ISSUE ADDRESSED IN UNANIMOUS RESOLUTION 18 C/10-1

UNCLASSIFIED

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PAGE 02 PARIS 09992 01 OF 06 181940Z

AT 18 GC IN PARAGRAPH 8, 12 AND 13. SUGGEST THAT EXBD

POINT OUT THAT 18 GC ALREADY DECIDED MEDIUM TERM PLAN FOR 1977 - 82 SHOULD ADDRESS TABLE OF PROBLEMS AND OBJECTIVES CONTAINED IN ANNEX TO RESOLUTION 10.1. SEVENTEEN SELECTED OBJECTIVES IN PARA. 13 SHOULD BE GIVEN PARTICULAR IMPORTANCE. FOUR ADDITIONAL MATTERS, IN PARAGRAPH 13 OF RES. 10.1 BE CONSIDERED FOR POSSIBLE ADDITIONAL INCLUSION.

B. HOW CAN ONE DETERMINE "CONSIDERABLE URGENCY" AS ONE OF CRITERIA FOR CHOICE OF OBJECTIVES IN PARA 9(C) OF RES. 10.1? (PARA 9, 97 EX/14)

US PERMDEL COMMENT:

WE FEEL "CONSIDERABLE URGENCY" MIGHT BE INFLUENCED BY ISSUES OF BASIC SURVIVAL AND OF CORRECTING GROSS INEQUALITIES. A FIRST STEP IN IDENTIFYING URGENT MATTERS WAS SELECTION OF SEVENTEEN PARTICULARLY IMPORTANT OBJECTIVES, LAID OUT IN PARA 12 OF RES. 10.1.

C. WHAT IS MORE EXACT DEFINITION OF "DUPLICATION" USED IN CRITERIA OF PARA 9(D) OF RES. 10.1? (PARA 11, 97 EX/14)

USPERMDEL COMMENT:

COMPLEXITY OF COORDINATION MECHANISMS WITHIN THE UN SYSTEM IS RECOGNIZED. HOWEVER, WOULD HOPE THAT SUFFICIENT INFORMATION WOULD BE EXCHANGED ON TIMELY BASIS BETWEEN SPECIALIZED AGENCIES TO IDENTIFY AREAS OF SPECIAL CONCENTRATION OF EACH AGENCY SO THAT OTHERS DO NOT TRY TO MAKE SIMILAR ALLOCATION OF RESOURCES IN SAME AREAS. IT IS HOPED THAT AGENCIES WILL MAKE USE OF ADVANCES OF KNOWLEDGE AND EXPERIENCE, IN OTHER AGENCIES SO THAT NETWORK OR BUILDING BLOCK APPROACH MAY BE USED TO BUILD ON WORK OF OTHERS RATHER THAN REPEATING IT. AN EXAMPLE, ALTHOUGH IN AN AREA OUTSIDE UNESCO'S AREAS OF COMPETENCE, WAS SCATTERED AND LARGELY DUPLICATIVE WORK OF THOUSANDS OF AGRICULTURAL RESEARCH STATIONS IN THE WORLD UP UNTIL THE 1960'S WHICH PRODUCED STEADY BUT UNCLASSIFIED

UNCLASSIFIED

PAGE 03 PARIS 09992 01 OF 06 181940Z

RELATIVELY UNSPECTACULAR ADVANCES IN PLANT BREEDING. AFTER WORK BEGAN IN INTERNATIONAL AGRICULTURAL RESEARCH CENTERS WITH ONE CENTER SPECIALIZING IN RICE, ANOTHER IN WHEAT, ETC. SPECTACULAR BREAKTHROUGHS WERE MADE IN PLANT BREEDING LEADING TO MASSIVE PRODUCTIVITY INCREASES. OTHER RESEARCH STATIONS THEN DRAW ON THIS WORK TO BUILD ON BREAKTHROUGH BY OTHERS.

D. HOW CAN CRITERIA IN PARAGRAPH 9(E) IN RES. 10.1 BE

UNCLASSIFIED

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UNCLASSIFIED

PAGE 01 PARIS 09992 02 OF 06 181939Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 /086 W
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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8669

UNCLAS SECTION 02 OF 06 PARIS 09992

APPLIED? (PARAS 12, 13 - 97 EX/14)

USPERMDEL COMMENTS:

ALL EIGHT CRITERIA ADOPTED BY 18 GC IN RES. 10.1
ARE IMPORTANT BUT CRITERIA 9(E) MIGHT BE MOST IMPORTANT
OF ALL IN LEADING UNESCO'S FUTURE PROGRAMS TO BE MORE
EFFECTIVE AND EFFICIENT. DG IS CORRECT IN FEELING IT IS
COMPLEX, BUT WE HOPE THE SECRETARIAT DOES NOT OVER-
EMPHASIZE DIFFICULTIES. WE FEEL BEST ANSWER HAS AL-
READY BEEN FRAMED IN POSING OF DG'S QUESTION, AS FOL-
LWS "THE APPLICATION OF THE CRITERIA PRESUPPOSES A
CLEAR VIEW OF OBJECTIVES, A CURRENT ASSESSMENT OF THE
STAGES INVOLVED IN ACHIEVING THEM, A JUDICIOUS CHOICE OF
MEANS AND A VIGOROUS EVALUATION OF THE FINAL RESULTS
(NOTE, WE WOULD ADD QUOTE AND TIMELY INTERMEDIATE ASS-
ESSMENTS OF PROGRESS, PROBLEMS AND IMPACTS, UNQUOTE,) AT ALL LEVELS OF ACTION." WE WOULD THINK THESE THINGS
COULD AND SHOULD BE DONE BY HIGHLY QUALIFIED PROFES-
SIONALS IN FUNCTIONAL SPECIALITIES AND IN PROGRAMMING
AND MANAGEMENT UNITS OF SECRETARIAT. THESE WOULD
APPEAR TO BE AMENABLE TO PROGRAMMATIC DECISION MAKING
BY SECRETARIAT, AND THEIR RESULTS COULD THEN BE SUB-

JECTED TO POLICY DECISION MAKING BY APPROPRIATE UNESCO
GOVERNING BODIES.

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PAGE 02 PARIS 09992 02 OF 06 181939Z

E. DOES THE EXECUTIVE BOARD SUBSCRIBE TO DG'S VIEWS
CONCERNING CRITERIA 9(F) AND 9(H) IN RES. 10.1?
(PARAS 14 - 16, 97 EX/14)

US PERMDEL COMMENTS:

(1) REGARDING CRITERIA 9(F) WE PREFER DIRECT AND SIM-
PLE STATEMENT CONTAINED IN RES. 10.1. WE AGREE THAT IT
IS HARDLY REALISTIC TO EXPECT UNANIMITY ON ALL TOPICS;
HOWEVER, ONE HOPES THAT UNESCO WOULD CONCENTRATE ITS
RESOURCES AND DEVELOP ITS DELIVERY CAPACITIES FOR
INTELLECTUAL COOPERATION AND FOR DEVELOPMENT OPERATIONS
IN AREAS IN WHICH LARGE NUMBERS OF MEMBER STATES HAVE
FELT NEEDS. WE HAVE SEEN EXAMPLES IN THE FIELD OF
UNESCO PUSHING DOCTRINES TO WHICH UNESCO HEADQUARTERS
ATTACHES HIGH VALUE BUT WHICH IS NOT PERCEIVED OF HIGH
IMPORTANCE BY GROUPS IN WHICH THESE DOCTRINES WERE
BEING PROMOTED.

(2) REGARDING CRITERIA 9(H) WE AGREE WITH DG'S VIEWS
IN PARAGRAPH 15 OF 97 EX/14. ACTIONS FOR DEVELOPMENT
SHOULD BE DIVERSIFIED AND ADAPTED TO MEET SPECIAL
SITUATIONS, NEEDS AND CONSTRAINTS IN EACH COUNTRY.

F. SHOULD THE SEVENTEEN OBJECTIVES LISTED IN PARA 12 OF
RES. 10.1 HAVE PRIORITY OVER THE OTHER TWENTY OBJEC-
TIVES IN ANNEX TO THE RESOLUTION? IF SO, HOW SHOULD
SUCH PRIORITY BE REFLECTED? (PARA 17, 97 EX/14)

US PERMDEL'S VIEWS:

(1) WE FEEL FIRST HALF OF QUESTION WAS ADDRESSED BY 18
GC AND THAT EXBD CANNOT NOW CHANGE THAT DECISION. THE
17 OBJECTIVES IDENTIFIED IN PARA 12 WERE FELT BY THE GC
TO HAVE PARTICULAR IMPORTANCE AND SHOULD HAVE
PRIORITY OVER THE OTHER 20 OBJECTIVES. THESE MIGHT BE
CORE OBJECTIVES OF UNESCO'S EFFORTS OVER THE PERIOD
1977 - 1982 TO WHICH SUFFICIENT ATTENTION AND RESOURCES
WOULD BE GIVEN TO ASSURE MAKING A MAJOR WORLD CON-
TRIBUTION IN EACH AREA.

UNCLASSIFIED

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PAGE 03 PARIS 09992 02 OF 06 181939Z

(2) REGARDING SECOND HALF OF QUESTION, REQUIRED DEGREES OF PRIORITY MIGHT BE REFLECTED BY DESIGNATION AS CORE OR CENTRAL OR KEY OBJECTIVES IN MEDIUM TERM PLAN, BY ALLOCATION OF SUFFICIENT ATTENTION AND RESOURCES TO BRING ABOUT SPECIFIC ACHIEVEMENT BY END OF SIX YEAR MEDIUM TERM PLAN PERIOD, BY ASSIGNMENT OF BEST TALENT IN THE ORGANIZATION TO BE RESPONSIBLE FOR CARRYING OUT THESE PROGRAMS, AND BY GIVING THEM SPECIAL ATTENTION BY TOP MANAGEMENT OF THE SECRETARIAT.

G. WHAT IMPORTANCE SHOULD BE GIVEN TO FOUR NEW MATTERS IN PARA 13 OF RES. 10.1, AND HOW REFLECTED IN 19 C/4?
(PARA 18, 97 EX/14)

US PERMDEL VIEWS:

(1) DECISION REGARDING THE RELATIVE IMPORTANCE TO BE

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PAGE 01 PARIS 09992 03 OF 06 181931Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 /086 W

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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8670

UNCLAS SECTION 03 OF 06 PARIS 09992

GIVEN, OR NOT GIVEN, TO THESE NEW MATTERS INTRODUCED BY 18 GC SHOULD AWAIT PROBLEM ANALYSIS AND DEFINITION OF OBJECTIVES SIMILAR TO TASK DONE BY SECRETARIAT IN DOCUMENT 18 C/4. THESE NEW ITEMS SHOULD BE EXAMINED FURTHER FOR POSSIBLE INCLUSION WITH THE ALREADY FORMU-

LATED AND ANALYZED PROBLEMS AND OBJECTIVES. IF SUCH PROCESS IS COMPLETED BY SECRETARIAT AND CONSIDERED BY EXBD IN TIME THEY SHOULD BE INCLUDED IN 19 C/4. IF NOT, THEY SHOULD BE INCLUDED AS APPROPRIATE IN 20 C/4 OR 21 C/4.

(2) REGARDING DG QUESTION OF WHAT DIFFERENCES MAY EXIST BETWEEN PARA 13(C) AND OBJECTIVE 3.1 AND BETWEEN 13(D) AND OBJECTIVE 9-2 IN ANNEX TO RES. 10.1 IT IS CONCEIVABLE THAT THESE NEW MATTERS MIGHT INDEED BE TREATED BY A SLIGHT REFORMULATION OF THE OBJECTIVES CONTAINED IN RES. 10.1.

H. DOES THE EXBD SHARE THE DG'S VIEWS ON THE NATURE AND RESPECTIVE FUNCTIONS OF DOCUMENT C/4 AND C/5?
(PARA 23, 24 OF 97 EX/14)?

US PERMDEL VIEWS:

(1) IN GENERAL WE AGREE WITH DG'S VIEWS ON NATURE OF MEDIUM TERM AND SHORT TERM PROGRAMMING. ESPECIALLY IN UNCLASSIFIED

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PAGE 02 PARIS 09992 03 OF 06 181931Z

PARA 23 OF 97 EX/14, WE AGREE THAT SIX YEAR PLAN IS MORE OF A CONCEPTUAL INSTRUMENT DEALING WITH OVERALL PROBLEMS, MAJOR POLICY AND PROGRAM TRENDS, AND SPECIFIC OBJECTIVES AND TARGETS DURING PROGRAMMING PERIOD.

(2) WITH REGARD TO DEFINITIONS FOR CONTENTS OF DOCUMENT C/4 AND C/5, WE AGREE WITH MOST OF FORMULATION IN PARA 24. HOWEVER, INSTEAD OF EQUATING GOALS WITH TARGETS, IT MIGHT BE MORE USEFUL TO MAKE FOLLOWING DISTINCTION. C/4 AND C/5 DOCUMENTS WOULD CONTAIN: (A) GOALS, OR DESIRED IMPACT OF UNESCO EFFORTS ON IMPROVING THE PROBLEM TO WHICH IT ADDRESSED; (B) TARGETS, OR ESTIMATED ACHIEVEMENTS OF UNESCO EFFORTS; (C) OUTPUTS, OR RESULTS OF THE SERVICES DESCRIBED IN WORK PLANS; AND (D) INPUTS, OR SPECIFIC SERVICES IN WORK PLANS WHICH THE BUDGET FINANCES, INPUTS AND OUTPUTS WOULD ONLY APPEAR IN C/5 DOCUMENT SINCE THEY TREAT OF BUDGETS AND WORK PLANS.

(3) AN IMAGINARY EXAMPLE OF THIS SEQUENCE, FOR A UNESCO RURAL TEACHER TRAINING EFFORT WOULD BE -- INPUT, PROVISION OF 3 EXPERTS FOR 4 YEARS; OUTPUT, CREATION OF RURAL NORMAL SCHOOL WITH 40 TEACHERS, AND A MODERN CURRICULUM IN BASIC EDUCATION TEACHING METHODS, ADAPTED TO THE RURAL MILIEU; TARGET, GRADUATION OF 100 WELL TRAINED RURAL PRIMARY SCHOOL TEACHERS PER YEAR; ACTION GOAL, INCREASE ENROLLMENTS OF RURAL PRIMARY SCHOOL AGE CHILDREN FROM 40 TO 60 WITHIN SIX

YEARS. POLICY OBJECTIVE, PROVIDE EQUAL EDUCATION OPPORTUNITIES TO RURAL AND URBAN CHILDREN.

I. DOES EXBD SUBSCRIBE TO DG'S INTERPRETATION OF BASIC CHARACTERISTICS OF DOCUMENT 19 C/4?
(PARA 25 OF 97 EX/14)

US PERMDEL VIEWS:
IN A FIXED-TERM HORIZON, WITH ADJUSTMENTS BEING MADE AS NECESSARY IN FUTURE 20 C/4 AND 21 C/4 DOCUMENTS, BASED ON EVOLUTION OF PROBLEMS BEING ADDRESSED, AND ON RESULTS OF CONTINUING EVALUATION AND ASSESSMENT OF PROGRAMS.

UNCLASSIFIED

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PAGE 03 PARIS 09992 03 OF 06 181931Z

(2) REGARDING POSSIBLE DUPLICATION BETWEEN DOCUMENT C/5 (DRAFT PROGRAM AND BUDGET) AND DOCUMENT C/3 (REPORT OF DG) OF INFORMATION ON MAJOR IMPACTS, ACHIEVEMENT, DIFFICULTIES AND SHORTFALLS FOR EACH PROGRAM ACTIVITY -- WE FEEL THAT SUMMARY INFORMATION SHOULD BE CONTAINED IN THE C/5'S ON IMPACTS, ACHIEVEMENTS, DIFFICULTIES AND SHORTFALLS TO AID IN MAKING DECISIONS ON WORK PLANS AND BUDGETS. IT SHOULD BE COVERED IN MORE DETAIL IN THE DG'S REPORT (C/3'S). THE C/5 DOCUMENT WOULD THUS DRAW ON THE C/3 DOCUMENT.

(3) WITH REGARD TO DIFFICULTIES EXPRESSED IN PARA 28 OF 97 EX/14, 6 ON APPLYING PARA 23(A)(III) AND (IV) OF RES. 10.1, WE AGREE WITH DG THAT IT IS A COMPLEX TASK, BUT FEEL THAT IT IS EXTREMELY IMPORTANT AND HOPE THAT THE

UNCLASSIFIED

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PAGE 01 PARIS 09992 04 OF 06 181928Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 /086 W

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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8671

UNCLAS SECTION 04 OF 06 PARIS 09992

SECRETARIAT IS ABLE TO APPLY THESE PROVISIONS AS SOON
AS FEASIBLE. WE RECOGNIZE THAT AN IMMEDIATE APPLICA-

TION WITHIN THE NEXT FEW MONTHS IS NOT POSSIBLE, BUT HO
HOPE TIME REQUIRED WOULD NOT BE EXCESSIVE. IT IS OUR
FEELING THAT BETTER DECISIONS CAN BE MADE BY DECISION-
MAKERS WHEN MORE RATHER THAN LESS INFORMATION IS
AVAILABLE ON IMPACTS, ACHIEVEMENTS, DIFFICULTIES AND
SHORTFALLS, AND WHEN ALTERNATIVES, APPROACHES AND ACT-
IONS CAN BE CONSIDERED.

J. SHOULD DOCUMENT 19 C/4 INCLUDE AN ANALYSIS
GB MAJOR WORLD PROBLEMS/ IF SO, HOW PRESENTED?
(PARA 33 OF 97 EX/14)

US PERMDEL VIEWS:

WE FEEL 19 C/4 AND FUTURE MEDIUM TERM PLANNING DOCU-
MENTS SHOULD BE BASED ON CONTINUAL ANALYSIS OF MAJOR
WORLD PROBLEMS IN UNESCO'S AREAS OF COMPETENCE.
WE FEEL PROBLEM ANALYSIS SHOULD BE PRESENTED AS IN
DOCUMENT 18 C/4. EACH PROBLEM STATEMENT AND ANALYSIS
WOULD BE FOLLOWED BY RELEVANT POLICY OBJECTIVES, FOL-
LOWED BY APPROPRIATE ACTION GOALS, OR OBJECTIVES, FOLL-
OWED BY OBJECTIVELY VERIFIABLE ACHIEVEMENT TARGETS.

UNCLASSIFIED

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PAGE 02 PARIS 09992 04 OF 06 181928Z

K. DOES THE EXBD AGREE WITH THE CONCEPT OF FRAMEWORK
PREPARED IN PARAS 38 TO 46 OF 97 EX/14 WITH RESPECT
TO OBJECTIVES AND DEFINITIONS, AT LEAST FOR THE ENTIRE
PERIOD OF THE NEXT C/4 DOCUMENT (E.G. 1977 -
82)?

US PERMDEL VIEWS:

(1) IN PARAGRAPH 42, SUGGEST ADDING FOURTH EXPLANATORY
PASSAGE, FOLLOWING A DESCRIPTION OF THE
PHILOSOPHY UNDERLYING FUTURE UNESCO ACTIONS AS FOLLOWS:

FOURTHLY, IDENTIFYING ACTION GOALS OR MEDIUM TERM ACTION OBJECTIVES AS A FURTHER DEGREE OF SPECIFICITY OF WHAT UNESCO HOPES TO ACHIEVE AS A RESULT OF THE FUTURE UNESCO ACTION.

(2) IN PARA 43, WE DO NOT AGREE THAT WORD TARGET SHOULD REPLACE THE WORD OBJECTIVE. THERE SHOULD BE A SEQUENCE OF PROGRESSIVELY BETTER DEFINED AND SPECIFIED STATEMENTS. POLICY OBJECTIVE IS MOST BROADLY DEFINED, AND WOULD INDICATE UNESCO'S INTENDED CONTRIBUTIONS TO SOLVING THE WORLD PROBLEM ADDRESSED. NEXT LEVEL OF SPECIFICITY IS ACTION OBJECTIVE OR ACTION GOAL, AND INDICATES UNESCO'S INTENDED CONTRIBUTIONS TOWARDS ACHIEVING POLICY OBJECTIVE. NEXT LEVEL OF SPECIFICITY IS ACHIEVEMENT TARGETS, AND INDICATES MORE SPECIFIC EXPECTED RESULTS OF FUTURE UNESCO ACTIONS TOWARDS REACHING THE ACTION OBJECTIVE OR ACTION GOAL.

(3) WE AGREE WITH STATEMENTS IN PARAS 45 AND 46, BUT KEEPING IN MIND SEQUENCE DESCRIBED ABOVE OF POLICY OBJECTIVES, FOLLOWED BY ACTION OBJECTIVES FOLLOWED BY ACHIEVEMENT OR IMPACT TARGETS, FOLLOWED BY THE OUTPUT OF PROGRAM ACTIONS.

(4) RE PARA 47, THE CONCEPT OF SHORT-TERM OBJECTIVES FOR C/5 DOCUMENT SHOULD BE EXPANDED TO ADD SHORT TERM ACHIEVEMENT OR IMPACT TARGETS, SHORT TERM OUTPUT OF PROGRAM ACTIONS AND SHORT TERM INPUT OF PROGRAM ACTION, ALL BEING DESCRIBED IN THE C/5 DOCUMENTS.

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 PARIS 09992 04 OF 06 181928Z

L. DOES THE EXBD AGREE WITH OBSERVATION ON PHASING (PARA 48 OF 97 EX/14)?

US PERMDEL'S VIEWS:

(1) WE FEEL 19 C/4 SHOULD PROVIDE ESTIMATED ACHIEVEMENT TARGETS SPREAD OUT IN TIME OVER MIDDLE TERM PLANNING PERIOD --. ESTIMATING ACHIEVEMENT TARGETS AT END OF EACH BIENNIUM OF THE PLAN PERIOD WOULD BE USEFUL ED LOGICAL PHASING IN TIME.

(2) WE AGREE INFORMATION ON BUDGETS, WORK PLANS (DESCRIPTIONS OF PROGRAM ACTIONS OR INPUTS) AND OUTPUTS (DESCRIPTION OF EXPECTED IMPACT OF PROGRAM ACTIONS) MIGHT BEST BE PROVIDED IN C/5 DOCUMENTS TOGETHER WITH ACHIEVEMENT TARGETS, AND SUMMARIZED ACTION OBJECTIVES, POLICY OBJECTIVES AND PROBLEMS. C/4 WOULD CONTAIN SPECTRUM OF: (A) PROBLEMS ADDRESSED, (B) POLICY OBJECTIVES, (C) ACTION

UNCLASSIFIED

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PAGE 01 PARIS 09992 05 OF 06 181938Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 /086 W

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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8672

UNCLAS SECTION 05 OF 06 PARIS 09992

OBJECTIVES OR ACTION GOALS, AND (D) ACHIEVEMENT TARGETS, WITH THESE ACHIEVEMENT TARGETS SPREAD OUT OVER TIME OF THE PLANNING PERIOD, PERHAPS AT TWO-YEAR INTERVALS.

(3) WITH REGARD TO EXAMPLES GIVEN IN ANNEX III TO 97 EX/14, LISTING OF "TARGETS FOR 1982" APPEAR TO US TO BE A DESCRIPTION OF INPUTS OF PROGRAM ACTIONS RATHER THAN ACHIEVEMENT TARGETS. WE HOPE FIRST, THAT ESTIMATED IMPACTS OF SUCH ACTIONS WOULD BE DESCRIBED IN ORDER TO UNDERSTAND WHAT RESULT IS EXPECTED; AND SECOND, THAT ACHIEVEMENT TARGETS WOULD THEN BE DESCRIBED AS A RESULT OF THE IMPACT OR OUTPUT OF THE UNESCO ACTION.

M. WHICH IS BEST SOLUTION OF FOUR ALTERNATIVES IN PARA (51) OF 97 EX/14 FOR INDICATING RESOURCES IN 19 C/4?

US PERMDEL'S VIEWS:

(1) WE FEEL THAT SOLUTION IN PARA 51 (III) WOULD GIVE MOST USEFUL INFORMATION FOR REACHING MEDIUM TERM PLANNING DECISIONS, E.G. SHOWING PROPOSED BIENNIAL RATES OF GROWTH, AS WELL AS THE PERCENTAGE DISTRIBUTION OF APPROPRIATIONS FOR PART II OF PROGRAM AND

BUDGET.

UNCLASSIFIED

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PAGE 02 PARIS 09992 05 OF 06 181938Z

(2) QUESTION ARISES REGARDING LEVEL OF DISAGGREGATION FOR WHICH RESOURCE INDICATORS SHOULD BE SHOWN. EXAMPLE IN ANNEX IV OF 97 EX/14 SHOWS RESOURCE INDICATORS AT LEVEL OF POLICY OBJECTIVES. WE SUGGEST SHOWING RESOURCES INDICATORS AT LEVEL OF ACHIEVEMENT TARGETS. THIS WOULD ALLOW MORE DIRECT LINKAGE OF DECISIONS BETWEEN RESOURCE ALLOCATIONS AND GROWTH ON ONE HAND AND EXPECTED ACHIEVEMENTS ON THE OTHER HAND.

N. IN 19 C/4 SHOULD ALTERNATIVES BE PRESENTED AT LEVEL OF TARGETS? (PARA 53)?

US PERMDEL'S VIEWS:

(1) WE FEEL THAT ALTERNATIVES SHOULD BE AT LEVEL OF ACHIEVEMENT TARGETS, BUT NOT USING TARGETS AS DEFINED IN 97 EX/14, BUT AS DEFINED UNDER QUESTION K ABOVE.

(2) WE AGREE IT NOT FEASIBLE TO INCLUDE ALTERNATIVES FOR ALL TARGETS IN 19 C/4. SAMPLES SHOULD BE SELECTED TO HAVE ALTERNATIVES PRESENTED IN ORDER HAVE EXPERIENCE IN DEVELOPING APPROPRIATE METHODOLOGIES AND METHODS OF WORK BY THE SECRETARIAT, EXECUTIVE BOARD AND GENERAL CONFERENCE. IN FUTURE C/4'S WE HOPE, HOWEVER, SEE ALTERNATIVES PRESENTED FOR MOST IF NOT ALL TARGETS.

O. WHAT PERIOD SHOULD SUCH ALTERNATIVES COVER (PARA 55)?

US PERMDEL VIEWS:

WE AGREE THAT FOR 19 C/4, AS NOW CONCEIVED, ALTERNATIVES FOR SELECTED TARGETS SHOULD ONLY AFFECT THE LAST FOUR YEARS OF THE PLAN, E.G. 1979-1982. WE HOPE THAT IN FUTURE MIDDLE TERM PLANS, HOWEVER, ALTERNATIVES WOULD BE PRESENTED FOR THE ENTIRE SIX YEAR PLANNING PERIOD.

P. REGARDING RELATIONSHIP BETWEEN 19 C/4 AND 19 C/5, WHICH OF THREE APPROACHES IS MOST SUITABLE (PARAS 57 TO 69)?

UNCLASSIFIED

UNCLASSIFIED

PAGE 03 PARIS 09992 05 OF 06 181938Z

US PERMDEL VIEWS:

(1) OF THREE SOLUTIONS PRESENTED, WE PREFER SOLUTION 1, IN WHICH DOCUMENT 19 C/5 WOULD BE A FAITHFUL REFLECTION OF DOCUMENT 19 C/4, BUT TEMPERED BY SOME OF PRAGMATIC CONSIDERATIONS CONTAINED IN PARAS 65 - 68 OF 97 EX/1.4.

(2) HOWEVER WE WISH CONSIDER A FOURTH SOLUTION. WE SUGGEST A RAPID IMPLEMENTATION OF "PROGRAMMING BY OBJECTIVES" AND "MANAGEMENT BY OBJECTIVES" AS DESCRIBED IN PARA 57 OF 97 EX/14. HOWEVER IN RECOGNITION OF NEED FOR TRANSITION PERIOD, AND RECOGNIZING THE NEED TO HAVE EACH DOCUMENT MEET ITS FUNCTIONS OF MEDIUM TERM PLANNING (C/4) AND BIENNIAL PROGRAMMING AND

UNCLASSIFIED

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PAGE 01 PARIS 09992 06 OF 06 181957Z

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ACTION IO-10

INFO OCT-01 ISO-00 CU-04 USIA-15 L-02 AF-06 ARA-10 EA-10

EUR-12 NEA-09 CIAE-00 INR-07 NSAE-00 IOE-00 /086 W

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P 181902Z APR 75

FM AMEMBASSY PARIS

TO SECSTATE WASHDC PRIORITY 8673

UNCLAS SECTION 06 OF 06 PARIS 09992

BUDGETING (C/5) WE SUGGEST THAT TIME PHASING OF THE DOCUMENTS BE CHANGED AS FOLLOWS: FIRST, 19 C/4 WOULD BE A SIX YEAR PLAN WITHIN A FIXED TERM HORIZON, COVERING THE PERIOD 1979 - 1984. IT WOULD BE PREPARED ACCORDING TO POLICY GUIDELINES OF RES. 10.1 AND THIS AND FOLLOWING CONSULTATIONS WITH EXBD. SECOND, THE 19 C/5 WOULD BE A BIENNIAL PROGRAM AND BUDGET COVERING 1977 - 1978. IT WOULD BE PREPARED IN ACCORDANCE WITH

POLICY GUIDELINES OF RES. 10.1 PLUS THIS AND FUTURE CONSULTATIONS WITH THE EXBD. IT WOULD ALSO DRAW ON THE PRAGMATIC AND CONTINUITY CONCEPTS EXPRESSED IN PARAS 65 - 68 OF 97 EX/14. THIRD, FUTURE ADJUSTMENTS OF THE 1979 - 1984 PLAN BE CONSIDERED BY GENERAL CONFERENCES IN 1978, 1980 AND 1982, BUT EACH TIME THE NEAREST C/4 PERIOD WOULD BE JUST BEYOND THE C/5 PERIOD THEN UNDER CONSIDERATION.

Q. HOW SHOULD ADJUSTMENTS TO PLAN BE PRESENTED DURING THE SIX-YEAR PERIOD, (PARA 71 - 97 EX/14)?

US PERMDEL VIEWS:

WE AGREE RATHER SHORT REVISION DOCUMENTS WOULD BE APPROPRIATE FOR 20 C/4 AND 21 C/4. THIS WOULD BE EITHER UNDER THE CURRENT TIME PERIODS FOR THE 19 C/4 (1977 - 1982) OR FOR CHANGED TIME PERIOD WHICH WE SUGGEST UNDER UNCLASSIFIED

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PAGE 02 PARIS 09992 06 OF 06 181957Z

QUESTION P ABOVE (1979 - 1984).

R. WHAT SUGGESTIONS DOES EXBD HAVE FOR THE PRELIMINARY DOCUMENT CONCERNING 19 C/4 (PARA 73, 97 EX/14)?

US PERMDEL VIEWS:

WE FEEL PRELIMINARY DOCUMENT CONCERNING THE 19 C/4 TO BE PRESENTED TO THE 98TH EXBD SHOULD CONTAIN, FIRST, ANY FURTHER POLICY OR METHODOLOGICAL QUESTIONS WHICH ARISE IN THE SECRETARIAT OVER THE NEXT FEW MONTHS, SECOND, A SUMMARY DRAFT OF THE CONTENT OF THE SIX-YEAR PLAN, FOLLOWING DECISIONS LAID DOWN IN RES. 10.1 AND CONSIDERING DISCUSSIONS AT THE 97TH EXBD; AND THIRD, A DRAFT LAYOUT OF THE FORM AND STRUCTURE OF 19 C/4.

S. WHAT IS EXBD'S VIEW REGARDING CONSULTATION PROCEDURES ENVISAGED BY THE DG? (PARAS 76-79-97 EX/14)

US PERMDEL VIEWS:

WE AGREE WITH DESIRABILITY AND IMPORTANCE OF PARTICIPATION BY MEMBER STATES, AND APPROPRIATE INTERGOVERNMENTAL AND NON-GOVERNMENTAL ORGANIZATIONS IN MEDIUM TERM PLANNING. HOWEVER, WE ALSO THINK THAT GREAT CARE HAS TO BE TAKEN REGARDING THE FORM AND CONTENT OF SUCH CONSULTATIONS TO AVOID EXCESS CONFUSION.

(1) REFERENDUM INSTRUMENTS CAN BE USEFUL, BUT MUST BE USED IN CAREFUL WAYS.

(2) A CLEAR DISTINCTION MUST BE MADE BETWEEN THE FUNCTIONS OF THE EXECUTIVE (E.G. SECRETARIAT) WHICH HAS THE PROFESSIONAL EXPERTISE AND TIME TO DO NEEDED ANALYSES, AND THE VARIOUS MEMBER STATES, AND GOVERNING BODIES -- GC AND EXBD, WHICH MAY HAVE LESS TIME AND TECHNICAL EXPERTISE.

(3) GOING TO MEMBER STATES WITH TOO MUCH DETAIL, TOO SOON, AND ESPECIALLY WITH UNANALYZED ISSUES, INFORMATION AND SUGGESTIONS NOT LOGICALLY STRUCTURED, AND LAYING UNCLASSIFIED

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PAGE 03 PARIS 09992 06 OF 06 181957Z

OUT ALTERNATIVES COULD CREATE GREAT CONFUSION GIVEN THE ALMOST INFINITY OF ANSWERS WHICH COULD BE EXPECTED. THIS COULD ALSO SHORT-CIRCUIT THE ASSIGNED FUNCTIONS OF THE EXBD.

(4) WE BELIEVE THAT EXISTING MECHANISM OF SUCH INTER-GOVERNMENTAL COUNCILS/STEERING COMMITTEES AS FOR MAB, IOC, IHP, UNISIST, AND SOME KEY CAT "A" NGO (E.G. ICSU, ISSC) SHOULD BE USED MORE EFFECTIVELY IN SECURING PROFESSIONAL ADVICE ON PROGRAM MATTERS. WE ALSO FEEL THAT CALLING ON PERMANENT DELEGATIONS AND APPROPRIATE AND OCCASIONAL CONSULTATIONS BY TEAMS SENT TO MEMBER STATES MIGHT BE USEFUL. WE FEEL THE USE OF QUESTIONNAIRES MAY CREATE MORE CONFUSION THAN CLARIFY. STONE

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